

Human Resources

MISSION STATEMENT

To provide a proactive and responsive human resources program that attracts, develops, and retains a diverse, high-performing, and well-qualified workforce.

BUDGET OVERVIEW

The total recommended FY07 Operating Budget for the Office of Human Resources is \$149,151,820, an increase of \$19,594,470 or 15.1 percent from the FY06 Approved Budget of \$129,557,350. Personnel Costs comprise 4.1 percent of the budget for 68 full-time positions and five part-time positions for 58.3 workyears. Operating Expenses account for the remaining 95.9 percent of the FY07 budget.

Not included in the above recommendation is a total of \$2,384,150 and 11.0 workyears that are charged to: Fire and Rescue Service (\$1,177,610, 2.0 WYs); Fleet Management Services, Motor Pool Internal Service Fund (\$41,020, 0.1 WY); Health and Human Services, General Fund (\$105,590, 0.3 WY); Employee Retirement System (\$711,340, 7.0 WYs); Retirement Savings Plan (\$106,560, 1.2 WYs); Liquor Control (\$60,320); HOC (\$590); Permitting Services (\$6,720); Solid Waste Disposal (\$6,770); Mass Transit (\$163,330, 0.4 WY); Silver Spring Urban District (\$3,450); and Wheaton Urban District (\$850). The funding and workyears for these items are included in the receiving departments' budgets.

HIGHLIGHTS

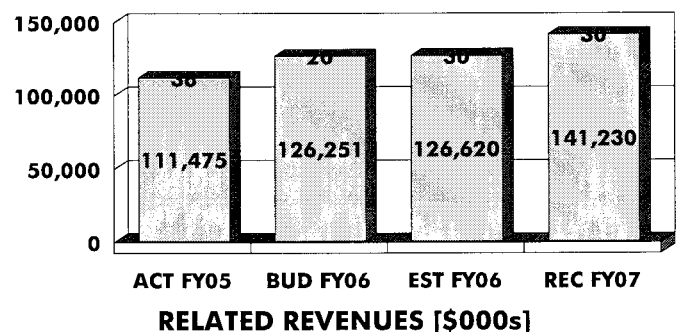
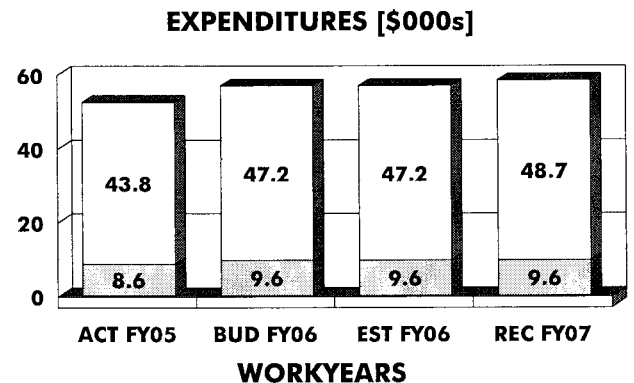
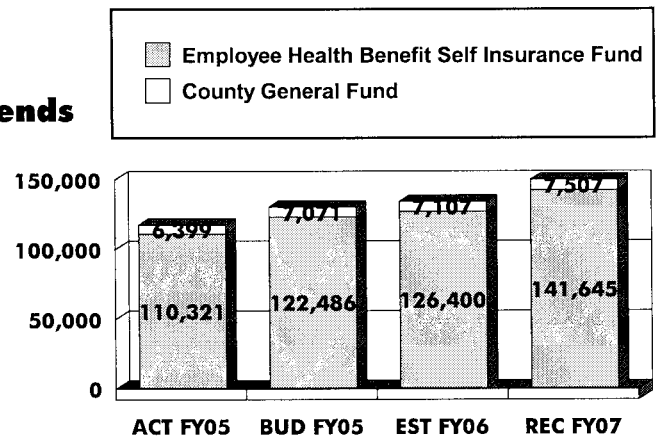
❖ Productivity Enhancements

- *Provided the capability for employees to project their pension benefits and make Open Enrollment changes via the Web*
- *Provided the capability for employees to submit Charity Campaign pledges online. Nearly 1,000 employees did so, saving paper, printing costs, and duplication of effort in entering pledge donations*
- *Continued development and enhancement to the ePAF system which will automate the processing of personnel actions*
- *Continued development and enhancement to the ePerform program which will automate performance based pay*
- *Continued development of "MyHR" portal as part of the OHR IT plan to streamline operations through the use of Internet/Intranet technology*

Program Summary

	Expenditures	WYs
Training and Development	1,622,490	6.7
Equal Employment Opportunity and Diversity	404,290	4.0
Benefits and Information Management	141,235,280	8.7
Occupational Medical Services	1,204,910	1.1
Management Services	3,107,510	23.4
Administration	1,577,340	14.4
Totals	149,151,820	58.3

Trends



PROGRAM CONTACTS

Contact Angela Dizelos of the Office of Human Resources at 240.777.5036 or Brady Goldsmith of the Office of Management and Budget at 240.777.2793 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Training and Development

The Training and Organizational Development Team administers a centralized workforce development program that recognizes employee's contributions, develops leadership competencies and facilitates professional and personal development to enhance the delivery of services and ensures that the County has a well-qualified workforce available to meet current and future needs. Services include leadership and manager development, performance management, employee recognition, internships, exit survey, core mandatory training, tuition assistance, information technology, and course work that leads to a certificate of completion for various professional development tracks. In addition, OHR customizes training to meet specific training needs of departments.

The Training and Organizational Development program provides a curriculum of study and activities that allow employees to enhance their skills and develop professionally in order to ensure that the County has a well-qualified workforce available to meet current and future needs. Services include management and leadership development, performance management, technical and professional management training, and tuition assistance.

FY07 Recommended Changes

	Expenditures	WYs
FY06 Approved	1,385,740	10.6
FY07 CE Recommended	1,622,490	6.7

Equal Employment Opportunity and Diversity

The Equal Employment Opportunity (EEO) and Diversity Management Team provides assistance, guidance and training to employees and managers concerning equal employment and diversity management in order to promote a discrimination free workplace that values diversity. The team also investigates complaints of harassment and discrimination by and against employees. Additional services and programs include mediation program, EEO compliance training, workplace harassment training, and the annual Montgomery County Diversity celebration. This program also supports the Montgomery County Diversity Council and participates in the ADA Task Force, Community Outreach Forum, Limited English Proficiency Committee, Diversity Health Fair, Diversity Educational Fair, the Juneteenth Program, Black History Month program and co-sponsors events with the various employee organization. The Team is responsible for the production of the annual EEO and Diversity Action Plan and complying with other Federal EEO-related reporting requirements and statistical analysis.

FY07 Recommended Changes

	Expenditures	WYs
FY06 Approved	360,580	4.0
FY07 CE Recommended	404,290	4.0

Benefits and Information Management

The Benefits and Information Management program is comprised of the Employee Benefits team and the Information Technology team. The Employee Benefits team manages the County's group insurance and retirement benefit programs, including the 457 deferred compensation plan. In addition to maintaining operations associated with benefit eligibility and payment processing, the team provides customer service, education and consulting to County employees, participating County agencies, and retirees in a manner that ensures an understanding of benefit program provisions and their value as part of total compensation. Services include: conducting presentations and workshops; retirement and investment counseling; benefit processing and eligibility maintenance, development and administrative oversight of all benefit plans and related communication; COBRA; and ensuring legal compliance. The Information Technology team provides management and oversight to the department's information technology initiatives.

FY07 Recommended Changes

	Expenditures	WYs
FY06 Approved	121,809,850	6.4
FY07 CE Recommended	141,235,280	8.7

Occupational Medical Services

The Occupational Medical Services (OMS) program provides multi-disciplinary occupational medical services, including health promotion, work-related medical and safety hazard assessments, and employee disability management in order to promote the health, wellness, and productivity of the County workforce. Services include: comprehensive medical evaluations of employees to determine their state of health vis a vis employment; providing early identification of health risks and diseases; ensuring equal job opportunities through reasonable accommodation of disabled persons in the workplace; and improving personal well-being and workforce health and health awareness through a comprehensive employee wellness program that utilizes the Employee Assistance Program (EAP) and an employee wellness provider.

Occupational Medical Services also manages the Disability Retirement Program and the medical services component of the Fire and Rescue Service's Wellness Initiative.

FY07 Recommended Changes

	Expenditures	WYs
FY06 Approved	1,059,850	1.2
FY07 CE Recommended	1,204,910	1.1

Management Services

The Management Services program is comprised of the Employee/Labor Relations team, the Recruitment and Selection

team, and the Classification and Compensation team. The Employee/Labor Relations team is designed to support County managers in the areas of collective bargaining and related personnel policies and procedures by negotiating competitive compensation and benefits through collective bargaining and by providing early intervention strategies in workplace disputes in order to enable managers to comply with labor contractual and legal requirements and improve employee labor relations. Services include: the administration of the grievance processes through Alternative Dispute Resolution and/or formal grievance meetings to address employee/management disputes concerning alleged violations; assisting departments and agencies with labor related and employee relations issues through training workshops and consultation; reviewing proposed adverse and disciplinary actions; developing personnel policies and regulations changes; and overseeing bilateral work groups and committees. The Employee/Labor Relations team is also responsible for oversight and administration of the County's policies on compensation.

administrators, approves invoices billing, and remits bills to employees and retirees as necessary.

FY07 Recommended Changes

	Expenditures	WYs
FY06 Approved	1,792,420	13.7
FY07 CE Recommended	1,577,340	14.4

The Recruitment and Selection team is responsible for attracting, hiring, and promoting candidates for County departments and agencies that result in a highly skilled, competent, and diverse workforce. The team engages in a wide variety of outreach activities designed to ensure quality and diversity in the candidate population, provides guidance to departments and agencies on selection and hiring, conducts new employee orientation, administers reduction-in-force, and designs and administers public safety promotional examinations and other employment tests.

The Classification and Compensation team reviews and evaluates the duties and responsibilities of individual positions and occupational classes in response to employee, department, and union requests in order to assure that positions are correctly assigned at comparable grade levels. This program also ensures that employees are accurately and appropriately compensated through technical analysis and equitable application of compensation systems and procedures.

FY07 Recommended Changes

	Expenditures	WYs
FY06 Approved	3,148,910	20.9
FY07 CE Recommended	3,107,510	23.4

Administration

The Administration program is comprised of the Director's Office and the Administrative Services Team. The Director's Office is responsible for: human resources policy development and planning; the administration of human resources programs; ensuring the integrity of the merit system; and directing the design and implementation of new initiatives to better serve customers and improve organizational performance. The team also provides direct customer service at the main reception area.

The Administrative Services Team supports the responsibilities of the Director's Office and provides management and oversight to office procurements, records management, budget preparation and administration, and financial management of the employee health benefits and retirement funds. The team also remits payments to benefit program carriers and third party

BUDGET SUMMARY

	Actual FY05	Budget FY06	Estimated FY06	Recommended FY07	% Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	3,272,759	3,659,440	3,695,140	3,987,650	9.0%
Employee Benefits	1,017,741	1,150,440	1,150,440	1,153,160	0.2%
County General Fund Personnel Costs	4,290,500	4,809,880	4,845,580	5,140,810	6.9%
Operating Expenses	2,108,361	2,261,590	2,261,590	2,366,360	4.6%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	6,398,861	7,071,470	7,107,170	7,507,170	6.2%
PERSONNEL					
Full-Time	62	65	65	68	4.6%
Part-Time	6	6	6	5	-16.7%
Workyears	43.8	47.2	47.2	48.7	3.2%
REVENUES					
Federal Financial Participation (FFP)	37,837	20,000	30,000	30,000	50.0%
County General Fund Revenues	37,837	20,000	30,000	30,000	50.0%
EMPLOYEE HEALTH BENEFIT SELF INSURANCE FUND					
EXPENDITURES					
Salaries and Wages	529,089	712,770	716,130	770,190	8.1%
Employee Benefits	155,071	215,700	215,700	229,880	6.6%
Employee Health Benefit Self Insurance Fund Pers. Costs	684,160	928,470	931,830	1,000,070	7.7%
Operating Expenses	109,636,611	121,557,410	125,468,310	140,644,580	15.7%
Capital Outlay	0	0	0	0	—
Employee Health Benefit Self Insurance Fund Exp.	110,320,771	122,485,880	126,400,140	141,644,650	15.6%
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
Workyears	8.6	9.6	9.6	9.6	—
REVENUES					
Self Insurance Employee Health Income	111,152,834	126,161,810	126,367,390	140,989,630	11.8%
Investment Income	321,676	88,820	252,680	240,350	170.6%
Employee Health Benefit Self Insurance Fund Revenues	11,474,510	126,250,630	126,620,070	141,229,980	11.9%
DEPARTMENT TOTALS					
Total Expenditures	116,719,632	129,557,350	133,507,310	149,151,820	15.1%
Total Full-Time Positions	62	65	65	68	4.6%
Total Part-Time Positions	6	6	6	5	-16.7%
Total Workyears	52.4	56.8	56.8	58.3	2.6%
Total Revenues	111,512,347	126,270,630	126,650,070	141,259,980	11.9%

FY07 RECOMMENDED CHANGES

	Expenditures	WYs
COUNTY GENERAL FUND		
FY06 ORIGINAL APPROPRIATION	7,071,470	47.2
Changes (with service impacts)		
Enhance: Labor Contracts - Tuition Assistance Increase [Training and Development]	51,840	0.0
Other Adjustments (with no service impacts)		
Increase Cost: FY07 Compensation	194,050	0.0
Increase Cost: Occupational Medical Services Contract Increase [Occupational Medical Services]	115,600	0.0
Increase Cost: Group Insurance Adjustment	53,230	0.0
Increase Cost: Annualization of FY06 Personnel Costs	45,460	0.0
Increase Cost: Retirement Adjustment	31,670	0.0
Increase Cost: Collective Bargaining Arbitration Services [Management Services]	30,000	0.0
Increase Cost: Medical Evaluations for Respirator Fit Testing - Police [Occupational Medical Services]	21,970	0.0
Increase Cost: Medical Evaluations for Respirator Fit Testing - Corrections [Occupational Medical Services]	18,930	0.0
Increase Cost: Correctional Health Nurse Occupational Study [Management Services]	9,000	0.0

	Expenditures	WYs
Increase Cost: Crossing Guard Occupational Study [Management Services]	9,000	0.0
Increase Cost: Mid-year Creation of Data Entry Operator Position to Process Employment Applications [Management Services]	6,520	1.0
Increase Cost: Postage and Mail Increase [Administration]	5,650	0.0
Increase Cost: Records Management Fee [Administration]	1,430	0.0
Increase Cost: Technical Adjustment [Administration]	0	0.5
Decrease Cost: Copier Rental [Administration]	-5,650	0.0
Decrease Cost: Elimination of One-Time Items Approved in FY06 [Administration]	-153,000	0.0
FY07 RECOMMENDED:	7,507,170	48.7

EMPLOYEE HEALTH BENEFIT SELF INSURANCE FUND		
FY06 ORIGINAL APPROPRIATION	122,485,880	9.6
Other Adjustments (with no service impacts)		
Increase Cost: Increase in Claims and Premium Expense [Benefits and Information Management]	19,174,480	0.0
Increase Cost: Actuarial Services [Benefits and Information Management]	95,000	0.0
Increase Cost: Annualization of FY06 Personnel Costs	32,600	0.0
Increase Cost: FY07 Compensation	29,940	0.0
Increase Cost: Benefits Administration System Maintenance and Upgrades [Benefits and Information Management]	25,000	0.0
Increase Cost: Health Insurance Portability and Accountability Act (HIPAA) Compliance [Benefits and Information Management]	25,000	0.0
Increase Cost: Annualization of FY06 Operating Expenses	12,670	0.0
Increase Cost: Group Insurance Adjustment [Benefits and Information Management]	7,140	0.0
Increase Cost: Disability Arbitration Services [Benefits and Information Management]	6,080	0.0
Increase Cost: Postage and Mail [Benefits and Information Management]	4,140	0.0
Increase Cost: Retirement Adjustment [Benefits and Information Management]	1,920	0.0
Decrease Cost: Elimination of One-Time Items Approved in FY06 [Benefits and Information Management]	-255,200	0.0
FY07 RECOMMENDED:	141,644,650	9.6

FUTURE FISCAL IMPACTS

Title	CE REC. FY07	FY08	FY09	(\$000's) FY10	FY11	FY12
This table is intended to present significant future fiscal impacts of the department's programs.						
COUNTY GENERAL FUND						
Expenditures						
FY07 Recommended	7,507	7,507	7,507	7,507	7,507	7,507
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	65	65	65	65	65
These figures represent the annualization of FY07 increments, general wage adjustments, and associated benefits.						
Subtotal Expenditures	7,507	7,572	7,572	7,572	7,572	7,572
EMPLOYEE HEALTH BENEFIT SELF INSURANCE FUND						
Expenditures						
FY07 Recommended	141,645	141,645	141,645	141,645	141,645	141,645
No inflation or compensation change is included in outyear projections.						
Subtotal Expenditures	141,645	141,645	141,645	141,645	141,645	141,645